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"Weathering the Storm: A State and Local Perspective on Emergency Management"

Executive Summary
It is imperative that the Tampa Bay Region retain its federally funded emergency management programs and grants. In these uncertain times, it is especially important that this region is prepared for all threats and disasters. In the event of a disaster, emergency responders from all disciplines must have the resources they need to execute an effective and coordinated response. These programs and grants are critical to this process by providing resources to train, equip and integrate the necessary responders. Without federal grant funding, a major disruptive event in this region is likely to take on a life of its own, crippling our first responders and depriving our residents, businesses and visitors of a quick, well-coordinated response. Such an outcome will most certainly have negative consequences that far exceed the Region, and will negatively impact the state of Florida and this nation as a whole.

The Tampa Bay Region consists of eight (8) counties and is located centrally on Florida's west coast. The region; includes the counties of Pinellas, Hillsborough, Pasco, Polk, Hernando, Hardee, Citrus and Sumter. The region consists of over 7,024 square miles and has an estimated population of 3,494,869 people. The region includes the Tampa Bay Metropolitan Statistical Area (MSA). The area is the 2nd largest populated MSA in Florida and the 19th largest MSA in the United States.

What many people do not know about the Tampa Bay Region is that it is home to over 5,000 cataloged critical infrastructure targets, many of which have national impact. Tampa Bay is a major banking center, host to numerous backup facilities for the nation's largest banks; MacDill Air Force Base, home base for the wars in Iraq and Afghanistan; the Tampa Port which brings in 50% of fuel brought into the state of Florida and houses Chemical Formulators; the Tampa International Airport, one of the nation's busiest airports; biological research laboratories at the University of South Florida, and the list goes on.

Before making the decision to withhold federal funding and in effect cripple this region and its ability to positively respond to major threats, an assessment of the known threats that have been cataloged and the potential threats that exist for the Tampa Bay Region should be considered. Furthermore, the benefits that have already been made evident by the efficient use of federal grant dollars should be considered.   This region operates using a variety of grant programs, each mission specific. Two grant programs in particular will be described in detail: the Urban Area Security Initiative and Metropolitan Medical Response System grant. These grant programs clearly demonstrate the urgent need for sustained funding.

Urban Area Security Initiative
The Urban Area Security Initiative (UASI) Grant Program provides funding to address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. Per the 9/11 Act, states are required to ensure that at least 25 percent (25%) of UASI appropriated funds are dedicated towards law enforcement terrorism prevention activities. The Tampa Bay Area began receiving UASI funding in 2003. Since that time, this region has been able to purchase and successfully implement over thirty (39) programs and projects that have made tremendous positive impacts to the region.

Cop Link
Cop Link is a system that organizes data to provide tactical, strategic, and command-level users with access to shared data in single or multiple consolidated repositories. It is an analytical tool that pulls data from many police databases from the City of Tampa, Hillsborough County and other surrounding agencies, and then puts it in a common language. The data is then merged together based on many different factors and gives law enforcement personnel intelligence that would normally not be shared among police departments. It pulls in Person, Vehicle, Gun, Pawn, Locations, and Phone Number info and relates it to Arrest, Offense, and Calls for Service, Citation, and Street Check data. All this data is coupled with Crime Analysis tools.

By crossing this data between jurisdictions, it allows an officer or detective to get information that normally would take weeks to put together in a matter of seconds. The system can be accessed by multiple jurisdictions and detectives can electronically share information on cases at all times. The system has transformed the crime fight because now officers on the street are able to conduct complete investigations from their cars. Detectives are solving crimes in record time.

Avalex Technologies
Avalex is an airborne system that provides street maps, electronic markers, tracking systems, and infra-red television/video recordings for Airborne Law Enforcement. A flight crew needs several things to happen to make the mission successful. They have no time to search through stacks of maps while working an incident or call for police service. They have no time to ask officers on the ground for directions so that they can perform their duties as Airborne Law Enforcement. They must know where they are, and where they are going at all times. In order to perform their functions properly and safely, Airborne Law Enforcement use the moving map systems found in Avalex Technologies.

The powerful mapping system works by using a 2.65+ GHZ Pentium 4 processor and Windows XP. It provides real time GPS moving map data to the flight crew. They can choose between street maps, marine charts and topographical maps anywhere in the State of Florida. Recorded digital ortho quads provide aerial digital photographs for the City of Tampa, all of Hillsborough and Pinellas Counties. Avalex also provides both FAA VFR charts and IFR charts for navigation. This system will help in situational awareness and flight safety.

E-Sponder
E-Sponder is a web based incident management and collaboration portal. The incident management provides multi-jurisdictional/multi-agency collaboration, planning, recovery and mitigation of emergency and special events, whether man-made or natural. Since its installation in 2006, it has been used to manage over six hundred and seventy-five emergencies, events and exercises throughout Hillsborough, Pasco and Pinellas County. Collaboration sites such as E-Sponder allow information to be shared across agency boundaries in a secure environment. Collaboration sites have been created for the Regional Tampa Bay Intel Unit to share bulletins, Regional Preventive Radiological and Nuclear Detection (PRND), to track all radiological detections, and Regional School Resource Deputy/Officer Site share Intel between schools, districts and agencies. Sites to be added are a Regional Mutual-Aid site to track available resources and a Regional Explosive Ordnance Disposal (EOD) site to share and track Intel.

Interoperable Communications Technology
The horrific events of on 9/11 demonstrated the need for interoperable communications among first responders. Interoperable communications systems and technology are critical to saving the lives of first responders and our citizens. As such, the UASI program partnered with the Interoperable Communications Technical Assistance Program (ICTAP) through DHS and performed an assessment of communications assets throughout the region, which made short term and long-term recommendations for changes. The short-term recommendations specifically addressed the Tampa Police Department moving from an antiquated UHF system to an 800 MHz System, which was completed in 2009. Long-term recommendations are to implement standards based regional P25 communications systems. The interoperable radio system is a collection of voice-over programmable technologies with "open architecture" for the entire Tampa Bay UASI.

Pinellas County agencies began a multi-year year project in 2006 with the goal of migrating the existing infrastructure to P25 technology. Hillsborough County followed in 2007 with a multi-year strategy for their countywide communications system. The Tampa Bay Area strategy aligns with the goals in the Statewide Communications Interoperability Plan (SCIP), and the National Emergency Communications Plan (NECP). Since 2006, the Tampa Bay Region has made significant strides in the system infrastructure migration to P25 technology for interoperability; however there is still a 20 million dollar shortfall to complete the implementation of the standards based technology throughout the eight county Region.

ETeam
Maintaining situational awareness is vital for a hazard rich community such as Tampa Bay. Tampa Bay UASI and its associated agencies have taken the most appropriate and cost effective steps necessary to mitigate the risks. One of the most important steps toward mitigating regional risks was purchasing a shared information management system, ETeam. The overall goal of having an information sharing system is to enhance the ability of Tampa Bay's local emergency management agencies to prepare, prevent,

respond and recover from catastrophic events and incidents spanning jurisdictional boundaries. E Team was selected by the region as the solution for situational awareness because it has demonstrated its ability to put multiple agencies in the best position to save lives, reduce injuries, and protect property and the environment. This system has served as a force multiplier by enhancing the efficient use of multi-jurisdictional resources.

Risk Analysis Center
The Risk Analysis Center (RAC) software platform provides the foundation for homeland security risk management solutions, through its integration, analysis, and visualization of risk data. Digital Sandbox has created a suite of applications and services that enable critical infrastructure planners and stakeholders analyze their risks, understand their capabilities, and allocate resources based on risk.

RAC is a web based application tool that is utilized to gather information about critical infrastructure in the Tampa Bay area. To date, 5,174 assets have been identified and catalogued in the RAC. In addition, full field assessments have been completed on hundreds of infrastructures throughout the eight county Tampa Bay Area. Intelligence data collection and assessment features enable users to gather asset information in a single location, establish asset priority, and systematically assess vulnerability to and consequences of a jurisdiction's threats and hazards. A detailed report, complete with security options to consider, is then provided to the asset owner. This approach promotes security awareness which leads to planning and implementation of enhancements, designed to help prevent, deter and/or respond to major incidents, whether natural or man-made. This type of effort strongly encourages continued regional collaboration and information sharing among community stakeholders.

Application of Funding with Local Impacts
Cop Link, Avalex, E-Sponder and Interoperable Communications. Why are these systems and processes critical to the region, to core cities like Tampa? These very systems were used to manage one of the City's most horrendous local tragedies to ever occur in the Tampa Bay Area. On June 29, 2010, Officers Jeffrey Kocab and David Curtis were shot and killed while attempting to make an arrest at a traffic stop. Officer Curtis stopped a vehicle because it did not have a visible license plate. He called for an additional unit to assist him because a male passenger in the car was wanted on a misdemeanor charge for writing a worthless check. When Officer Curtis arrived, he and Officer Kocab attempted to arrest the suspect. The suspect drew a weapon and shot both officers at close range. A witness called 911 to report the shooting. Officer Kocab died shortly after arriving at the hospital and Officer Curtis was pronounced dead a few hours later. After a four day manhunt, the suspect was arrested and taken into custody.

Cop Link, Avalex, E-Sponder and Interoperable Communications. Each of these systems and many more like it were in full use in the Command Post, where law enforcement from the City, County, State and Federal government spent four days searching for the murderer that left two wives without their husbands and small children without their fathers. Cop Link was used in the Command Post to perform Crime Analysis and share information with the multitude of law enforcement agencies there to assist. Avalex was

used to perform airborne search and tracking. E-Sponder was used for incident management, resource tracking and multi-agency collaboration. Interoperable Communications were vital as communications was coordinated on common systems, mutual aid channels and console patches between local, state and federal law enforcement agencies. UASI funding made it possible. The investment in technology, communications, and training provided the foundation from which TPD could provide a joint, well-coordinated structure to manage an unspeakable tragedy. This incident demonstrated the success of federally funded grant programs as applied to a local incident.

Application of Funding with National Impacts
The Tampa Bay Region has benefited from grant funding tremendously. This area has been extremely successful in applying grant funded resources to real life scenarios. The regional capacity-building that has taken place has required local, regional, state, and federal law enforcement to provide common operating policies, exercise together, and develop a strong sense of mutual respect and appreciation for integrated emergency management in accordance with the National Incident Management System (NIMS).

Tampa has hosted four Super Bowls: Super Bowl XVIII (1984), Super Bowl XXV (1991), Super Bowl XXXV (2001), and Super Bowl XLIII (2009). In March 2005, the National Football League (NFL) awarded Super Bowl XLIII to the City of Tampa, Florida. Due to the magnitude of the event, the U.S. Department of Homeland Security (DHS) designated Super Bowl XLIII as a Level I special event. The City of Tampa and regional partners undertook a range of measures to ensure that the Super Bowl event and its festivities were safe and secure.

The planning and execution of Super Bowl XLIII is notable for a variety of reasons, most importantly for its use of current assets and relationships to provide adequate security for a national event. Due to the unexpected economic downturn that occurred in 2009, the Mayor of Tampa mandated that no additional funds could be expended for Super Bowl XLIII. Considering that previous Super Bowl venues such as Glendale, Arizona spent nearly $12 million on Super Bowl purchases, this funding constraint could have presented an astronomical challenge. However, because of the six years of UASI funding that had been invested in the Tampa Bay region, the Tampa Police Department was able to lead the region in the push to use only grant funded, available regional resources towards the Super Bowl event. As such, the City spent less than $1 million on the Super Bowl, and the majority of that amount was spent on overtime pay for law enforcement officers. The Tampa Bay Area was able to effectively utilize the grant funded equipment and assets already in place within the region to the extent that new purchases were not made.

In today's world, hospitals play a major role in consequence management and are an important piece of Critical Infrastructure.

- Tampa General Hospital is the only Level I Trauma Center on the West Coast of Florida

- St Joseph's Hospital and Bay Front Hospital are Level II Trauma Centers
- All facilities are Tier 1 Response facilities

Primarily the security upgrades included enhanced closed circuit television (CCTV) coverage and upgrading the existing systems to digital with alarm and event triggering. These upgrades were identified as a result of vulnerability assessments conducted by UASI in 2006.

These upgrades have allowed these facilities to have greater surveillance of their particular campuses. Strategically placing the cameras helps to help to prevent crimes and break-ins and also allow operators to watch for troubled patients and monitor for unauthorized visitors in restricted areas from centralized stations. Surveillance cameras can provide invaluable visual evidence for investigations of criminal activity and other specific events that have taken place within or around healthcare facilities.

Should a mass casualty event occur, the surge of patients could be overwhelming to a facility and require restricted access to allow for timely treatment of victims as well as additional protection measures. CCTV systems allow our trauma centers to quickly lockdown a facility and reduce the number of manpower necessary to monitor external entrances and other critical areas. By pinpointing exact locations of an incident security protocol response time is dramatically reduced and patient/staff safety greatly enhanced.

As the Tampa Bay area hosts many major national events that draw very large crowds, the use of the CCTV systems has become a major factor in response and recovery plans for the health and medical system of the area. Major sporting, political and entertainment events that attract large crowds all have the potential to become major mass casualty events. Planning for protection of our medical facilities is a key component of all response plans. These systems are used to monitor medical assets which have been permanently placed at some facilities as well as those that are temporarily staged in the area for a specific venue. For example, these systems received extensive use during the Super Bowl XLIII to monitor federal medical assets from the Strategic National Stockpile at TGH and St Joseph's hospitals.

Metropolitan Medical Response System
The Metropolitan Medical Response System (MMRS) Grant Program provides funding to support the integration of emergency management, health, and medical systems into a coordinated response to mass casualty incidents caused by any hazard. Successful MMRS grantees reduce the consequences of a mass casualty incident during the initial period of a response by having augmented existing local operational response systems before an incident occurs.

The Tampa Bay MMRS and St. Petersburg MMRS were established within the region in 2000. The MMRS is an operational system at the local level that was put in place to respond to terrorist incidents and/or other public health emergencies that create mass casualties or casualties requiring unique care capabilities. The Tampa Bay and St.Petersburg MMRS Programs are fully integrated within their respective communities

and provide the hospitals, public health responders and other emergency management personnel with critical training and pharmaceuticals.

Because of the MMRS funding this region has received, health care providers, both individual and institutions, have become more organized and work cooperatively in planning, training and exercises. This program has funded critical pharmaceutical stockpiles for emergency responders, standardized decontamination equipment and training for all hospitals and continues to provide hospital training for Weapons of Mass Destruction.

The Tampa Bay Region recently sponsored a statewide tabletop exercise for air medical resources. During the crisis that ensued during and after Hurricane Katrina, it was recognized that aeromedical resources were not efficiently and effectively integrated into the regional and federal medical response for a disaster. This statewide tabletop exercise was the first of its kind to address these critical issues, while paving the way for a coordinated medical response in our state. Meaningful collaborative training sessions would not have been possible without the much needed MMRS funding from the federal government.

The MMRS also supports the Medical Reserve Corps (MRC) by providing qualified medical personnel from the throughout the state with the opportunity to volunteer during a disaster. Tampa has the largest MRC Program in the state of Florida. This dynamic program actively recruits current and retired medical professionals, as well as resident physicians from the University of South Florida. This program has received national recognition for their benchmark performance in to the Haiti Medical Refugee Mission. Without the MMRS Program, the coordinated response of all of the public and private healthcare partners could not individually accomplish what they can collectively as whole. By conducting a valid needs assessment, this area has been able to build a strong response system and team for the continuum of medical care. The support of the MMRS is critical to this region's medical response.

Conclusion

Homeland Security Committee Chairman Peter King put it very eloquently when he bluntly warned that new proposed cuts from port, transit and urban security assistance amount to an "invitation to an attack." After all, are we trying to protect our citizens or hurt them? To cut grant funding to major cities is a horrible decision, but to cut grant funding to major cities before you even conduct a qualified threat assessment or analysis on use of past funding, is pure folly. Tampa Bay is a region that has a multitude of targets and vulnerabilities that if targeted, will have catastrophic impacts for a large sector of our population.

Super-sized, larger cities like New York and Washington, D.C. have experienced the horrible result of sadistic planning by terror cells, but we find consistently that the majority of planning is done in the medium to large sized cities, such as those that make up Tampa Bay, Florida. The truth of the matter is that we cannot to cut the funding that has been so useful, so vital for this entire region. If funding is cut, then we will have no way to protect our residents who live, work and play among some of the country's most

high risk hazards and threats. Does a life in New York have more value than a life in Tampa Bay? No.

We recognize that we are not the size of a New York City or a Los Angeles, but we are just as inclined to protect our citizens. We do not feel the same sense of undignified entitlement that other cities do, so we put our heads together and work extra hard to make certain that every dime, every penny in grant funds that we receive is well accounted for and put to good use. It is our sincere hope and expectation, that the members of Congress will continue the efforts of Congressman Hansen Clarke by pushing forward the amendment to preserve grant funding for urban areas such as Tampa Bay, Florida.